



UNIVERSITY OF SAN FRANCISCO
CHANGE THE WORLD FROM HERE

MASTER OF NONPROFIT ADMINISTRATION

**LEARNING FROM THE PAST:
BUILDING A MODEL FOR SUSTAINABLE INTERNATIONAL DEVELOPMENT
POVERTY REDUCTION PROGRAMS IN THE CENTRAL AFRICAN REGION**

Amelia Marie Ashley

Class 622: Nonprofit Data Analysis Capstone
Semester 2020

Instructor: Dr. Marco Tavanti

INTRODUCTION



<https://www.evisors.com/webinars/119/working-in-law-international-development>

RESEARCH QUESTIONS



Are International Development poverty reduction programs that are implemented by foreign organizations in the Central African Region effective in ensuring participants maintain self sufficiency for 5 years or more after the organizations leaves?



What are organizations doing to ensure the effectiveness of their programs?



How are organizations planning for the long-term sustainability of the outcomes of their programs?



Is successful international development possible when it is guided or aided by foreign organizations?

OBJECTIVES & VALUES

One

Build a comprehensive model

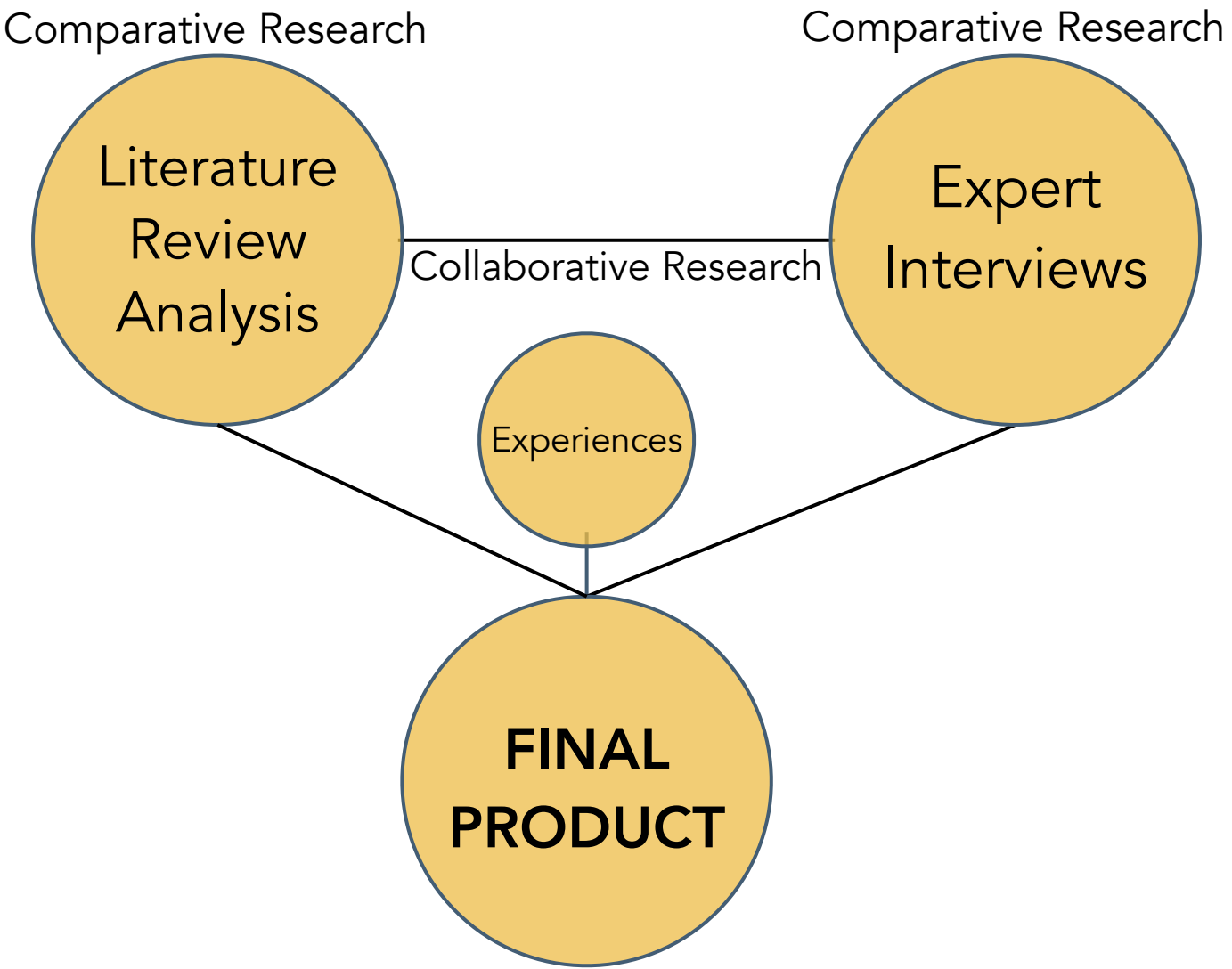
Two

Address problems of unsuccessful or unethical programs

Three

Move toward a future of collaboration and equity with a life with dignity for all

METHOD AND APPROACH



LITERATURE REVIEW



EMPOWERMENT

-Are We Messing with People's Resilience? Analysing the Impact of External Interventions on Community Intrinsic Resilience by Christophe Béné

-Business Models for Building Refugee Resilience by Selena Victor and Jessica Davis Pleuss



LOGISTICS

-Perceptions of Final Beneficiaries about the Performance of Cross-Sector Partnerships: A Case Study Applied to the 2008 Zaragoza International Exhibition on Water and Sustainable Development by José María Agudo-Valiente, Pilar Gargallo-Valero, and Manuel Salvador-Figuera

-Promoting the Sustainability of Development Institutions: A Framework for Strategy by Derick W. Brinkerhoff, and Arthur A. Goldsmith

-When Funders Move On by Jidran Cekan



PARTNERSHIP

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LITERATURE REVIEW



SUCCESS

Success

=

Sustainability

- Indicators used as a guide
- But ultimately lasting impact is key



INDICATORS

- Attitude, behavior, mindset, landscape change
- Information sharing, resource sharing
 - Lowered MDPI
 - Sustained effects 1-5 years after graduation

EXPERT INTERVIEWS

Interview 1 // Director of Programs

- Emphasis on program as a whole
- Saturation, graduation, evaluation

Interview 2 // Country Director

- Emphasis on methodology of the program
- Timeline, capacity, impact, collaboration

Interview 3 // Monitoring & Evaluation Officer

- Emphasis on follow through
- Attribution, raw data, continued evaluation

COMPREHENSIVE MODEL

Need-Based Assessment

Equity



Indigenous Leadership

Diversity



Evaluation

Belonging



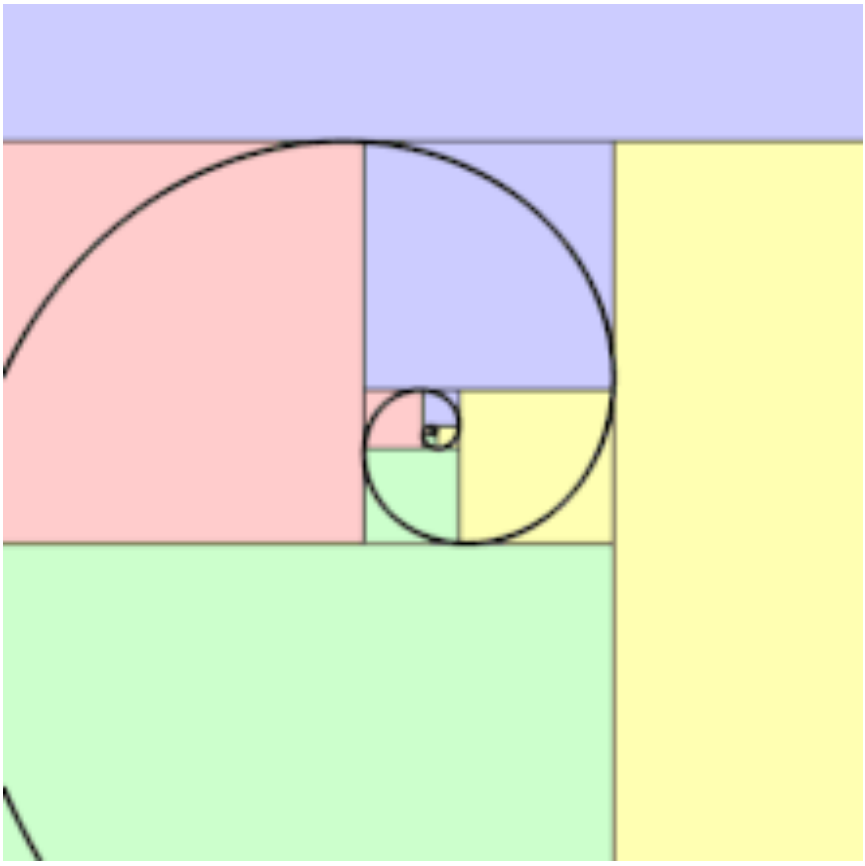
Implementation

Inclusion



COMPREHENSIVE MODEL

Fibonacci Spiral



RECOMMENDATIONS

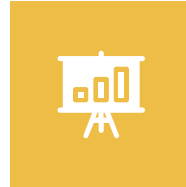
Impact Size

Doing this right may not be doing this fast and large



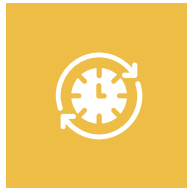
Adaptability Not Replicability

Every community is different and as such the program implemented must be as well.



Consider Capacity

Governments, communities, and programs all have a limited capacity. Don't assume the party can do things it may not have the capacity to do



Indigenous Leadership

This is not necessarily a recommendation but I cannot stress the importance of empowerment enough.



REFERENCES

- Agudo-Valiente, José María, Pilar Gargallo-Valero, and Manuel Salvador-Figueras. "Perceptions of Final Beneficiaries about the Performance of Cross-Sector Partnerships: A Case Study Applied to the 2008 Zaragoza International Exhibition on Water and Sustainable Development." *Sustainability* 11, no. 14 (January 2019): 3860. <https://doi.org/10.3390/su11143860>.
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LEARNING FROM THE PAST: BUILDING A MODEL FOR SUSTAINABLE INTERNATIONAL DEVELOPMENT POVERTY REDUCTION PROGRAMS IN THE CENTRAL AFRICAN REGION

Amelia Ashley, MNA - Master of Nonprofit Administration - Capstone Project

SUMMARY

This project works to consolidate information from a variety of sources including literature and expert interviews in order to build a model for international development programs. This model is built using information from poverty reduction programs based in the Central African region the model is comprehensive enough to be adapted for programs and projects. The main components in this model are; needs-based assessment, indigenous leadership, deliberate implementation, and extensive evaluation.

PURPOSE

- In the nonprofit sector, we are working to advance change and we want that change to be beneficial and lasting. This project is working to ensure that international development projects are increasingly so.
- As it is such a large field international development projects have a wide range of methodologies and success rates, this model is not an attempt for all projects to abide by a singular methodology but instead encourages organizations to have specific components included in each program.

RESEARCH

At a base level what this project works to understand is what makes International Development poverty reduction programs that are implemented by foreign organizations in the Central African Region effective in ensuring participants maintain self sufficiency.

The information was then used to build an adaptable model

METHODS

- **LITERATURE REVIEW:** The literature review provided the backbone for the paper and the foundation of the model.
- From existing studies and analysis this project gleans what makes programs successful vs what makes programs unsuccessful and uses that information to discern the basic necessary components in a program.
- **EXPERT INTERVIEWS:** The interviews and data analysis portion served as the verification, test, and cross reference for the model.
- Through discussion with three experts about their experience and understanding of successful programs, this project is able to discern what components would be included in a model and cross reference that with the new model created, adapting and improving the model to include those components.

LITERATURE REVIEW



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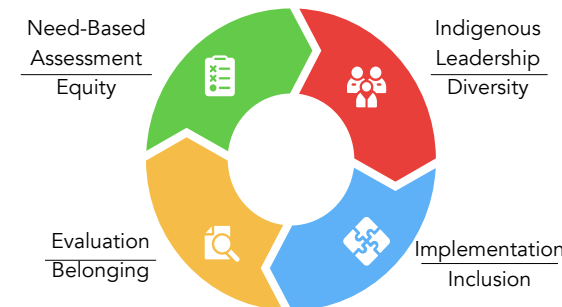
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COMPREHENSIVE MODEL



RECOMMENDATIONS

1. **Impact Size:** Doing this right may not be doing this fast and large
2. **Adaptability not replicability:** Every community is different and as such the program implemented must be as well.
3. **Consider capacity:** Governments, communities, and programs all have a limited capacity. Don't assume the group can do things it may not have the capacity to do
4. **Indigenous Leadership:** This is not necessarily a recommendation but I cannot stress the importance empowerment enough.

REFERENCES

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THANK YOU

Questions?

